

Loss Prevention Week

In addition to engagement activities supporting SWA, Hand Safety... we will have a

conversation about the vision and the framework of Operational Discipline in small group settings (starting from the RBM level and cascading through the organization). The intent of the conversation is to enroll Richmond Refinery Workers the Operational Discipline Program and 2011 IIF Objectives, and what it will take to make a step change in the refinery. This conversation is intended to be an enrollment activity with: listening, possibility, agreement and commitment on plan going forward

Maybe not 4 full days of conversations during the week.

Focus on 2 key messages that Supervisors can deliver effectively .. less is more.

Background from Travis:

Two Core Messages – to Three

Better adherence to RI-9900 (Do we need a subject matter expert – Suggest: Greg Anderson and other SME's) What and the Why ... If we do the JJSV well – and checked by the HO/ STL = more successful work product.

Better adherence to work procedures

Crew management came out of the OD core team focus.

STL – 1st line supervisor interviews are occurring this week -

What do we mean by Crew Management?:

Start of shift meeting between STL and Head Operator

Head Operator is then expected to direct the crews.

End of day report out – did we meet the goals we set out? Data will be collected for feedback periodically.

Maintenance Equivalent – Maint. Supervisor and Head Mechanic.

Training for STL and HO

Intro OD – case for change (Pictures stories, presented by Mike Coyle, Bruce Chinn and Jay Peterson)

What their roles are for: LOTO: JJSV, Procedures, and Crew Management

Leadership tools - Setting clear expectations, Providing feedback

Coaching ---- (Joe Smith, Jim Alexander (Maint.), Mike, Keith, Doug (Head Ops and potentially STL) Travis McNeil (STLs if needed) – How are these Coaches receiving training for coaching? Travis will perform that role. OA, Section Head, RBM (and Maint. Equiv.) will be looped into this discussion.

Training for Maint Supervisor and HM

Intro OD – case for change (Pictures stories, presented by Mike Coyle, Bruce Chinn and Jay Peterson)

What their roles are for JJSV, Procedures, and Crew Management

Leadership tools - Setting clear expectations, Providing feedback

Coaching ---- from who?

Leadership tools - Setting clear expectations, Providing feedback

Coaching ---- from who?

Loss Prevention Week (LPSA – Hand Safety, Not the right) Operational Discipline

**** CREATE a Leader Guide for Getting to the Integral “IIF” conversation ... Where do we want to go with IIF Proactive Conversations? Enrolling Conversation ... Engaging Conversation**

1. Playing to win (Why ???) Vision for the Refinery “The Best Refinery on the West Coast” Playing to Win in terms of ... Making the step change in the Refinery ... Incidents, Injuries, Environmental – recognition component for the work that we do complete well.
2. Playing to win. Enrolling Conversation about the Operational Discipline the philosophy and IIF (Every Task, the Right Way, Every Time) theme encompasses everything that we do. This is a long term commitment involving Enrolling, and Engaging ... Tied into *** Loss Prevention – (WHY ... They will see this occurring naturally ... - Stewardship Meetings, Townhalls, Walk About With Intent, and other , IIF, Safety Procedures. We choose to do the right thing because we want to ...
3. Playing to win Why -- **Clarify Operational Discipline Program.** it’s not about disciplining people. It’s about being mentally focused, how we conduct our operations. There are the stories that point to our need for Operational Discipline . We do the right thing each and every time. And conversation supporting OD. Question? Do we have operational issues currently in our Operation? Could we be better?
 - a. Clarify with ---- An analogy: blue angels, structured way they conduct themselves, precision, Extreme example. At Richmond ... if we don’t do things right, bad things can happen.
 - b. Clarify with consistent work habits - and what do we do when circumstances change.
 - c. Clarify that the key behaviors are not always happening all the time.
 - i. Leader: Understand that this conversation is about exploring or getting to the Integral conversation?
 - ii.
4. Playing to win Critical Safe Work Practices for all of us ... and the Values are aligned with the Operational Discipline Program components:
Procedures
LOTO
Crew Management – Supervising people ...
Importance of Communication, Teamwork,
Stop Work Authority – obligation
5. IIF Champions who are able to and want to be leaders and ... small group engagement ...

Keeping you head in the game at all times... we must think about things before we do them.

1Q – Vision – Step Change, Best in the West, IIF, ... Operational Discipline

2Q -

3Q

4Q

If nothing changes, nothing changes. If I do it the same way every time, I'll get the same result. Changing Conditions – everyday you need to change how you are about safety.

Focus on LPSA -

Incident Free Starts with Me. How do I personally, how do I personally contribute to Incident and Injury Free operations.

Monday – Have people at the gate or in work locations Enroll (– dressed up) Workplace Handout ... At each building or workplace have a person located who will pass out a flyer , demonstration... elicit a response. Not necessarily a flyer handout. We are starting to do take a STEP Change in the Refinery... Playing to Win... Pre engage the people who are in the area... ID the IIF Champion to present the message. ID the Champions... per work location.. handout a flyer that explains the weeks events.

Beyond Zero happens with Every Task, The Right Way, Every Time.

Tuesday – LPSA 8 minute video to be reviewed by the team. Because many people are hearing “What was your LPSA” share your LPSA with me. The video refresher will provide the “how and what good looks like”. Recognize those people who do it well. Relate to the work environment – each work group picture. Photos that recognize what good looks like – someone handing someone the PPE, etc. ... (Mech. , Op, Manager, Tech, and Male and Female models).

Wednesday - Stop Work Authority – Video Experiences shared from the Injury/ Incident at Hydro. This is not already in the works. Introducing the Obligation for SWA use. Talk about... why didn't they recognize that the person was at risk? Hazards we take for granted in the workplace. Hazard ID Tool. Be open about the evident risks and hazards that we are faced with everyday and how we can respond newly to them in an appropriate way. “Are you at Risk” “Are you being safe?” .. .say three times to someone day.

Thursday – Near Loss Video ... (5 min) ... Themes ... Why Near Loss Reporting is important, What we have done to make it easier, Information is powerful... framing with recent incidents where investigation process shows that there were similar Near Losses that went unreported. Challenge included to get people to do it. Show in a group setting. Before the video .. brainstorm a list of Why people don't report new losses, After the video have groups brainstorm Why it is important and ask the group to commit to reporting Near Losses...

Friday – 3 or four LT do a presentation about Enrollment .If you had this opportunity, how great would that be. ??? Enrollment in the Refinery Vision ... Best in the West coast... OA who does it. STL, Managers, Lead by example ... a concerted effort of everyone to be involved and enrolled, engaged. Web casted event.. some people will view from their work locations and it will be video taped and possible to share

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